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BRITISH COLUMBIA

MINISTRY OF WOMEN'S EQUALITY

2001/02 – 2003/04 Performance Plan

April 2001

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BRITISH COLUMBIA

Ministry of Women's Equality

It is my pleasure to present the 2001/02 – 2003/04 Performance Plan for the Ministry of Women's Equality, as per Section 13 of the *Budget Transparency and Accountability Act.*

Sincerely,

Honourable Evelyn Gillespie
Minister of Women's Equality

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A. Strategic Context

Vision

The vision of the Ministry of Women's Equality is

> *"A society where women have economic and social equality"*

Mission

The mission of the Ministry of Women's Equality is

> *To reduce violence against women, advance women's economic equality and enhance social well being for women by*
> - *providing for a range of intervention and prevention initiatives to reduce violence against women*
> - *encouraging maximum community and private sector participation in contributing to equality for women, and*
> - *providing leadership, advocacy and advice*

Values

The values of the Ministry of Women's Equality are

- Equality
- Diversity
- Inclusiveness
- Balance of work and personal lives
- Integrity
- Respect
- Sound business and professional practices
- Innovation and emphasis on results
- Quality and timeliness

Environment Scan

British Columbia's success, prosperity and well-being will be assured only when women are able to participate fully, freely and actively in social, political, economic and cultural life. For this to occur, women need to be economically independent, safe, healthy and treated justly.

Although there have been many advances for women in British Columbia, there is still significant inequality between women and men and between different groups of women. These inequalities are apparent in many sectors of society, including the economy and home.

The following environmental scan provides some information about women in BC, and the key factors that impact their lives. Information is also provided about the environment in which the ministry operates, highlighting the forces that support and challenge our success. The statistics reported below reflect the most recent information available.

DEMOGRAPHIC

In 2000, women comprised over half (50.4 percent) of the British Columbia population (2,047,900 of 4,067,200), and there is diversity within that population.

According to the 1996 census, about 1.9 percent of the population are female and of aboriginal ancestry (out of a total aboriginal population of 3.8 percent) and 9.2 percent identify themselves as a female and a member of a visible minority (out of a total of 17.9 percent). In 1991, 8.4 percent of the population were women with disabilities. In the 2001 census, respondents will be asked to identify their sexual orientation. At this time, it is estimated that between 3 and 10 percent of the female population are lesbians.

Currently, seniors account for 13.1 percent of the total population. In twenty-five years time, the number of seniors is expected to rise to 21.3 percent of the population. Women over the age of 65 years represent 7.3 percent of the total BC population. By 2026, it is estimated that senior women will represent 11.5 percent of the BC population.

ECONOMIC

Employment

Women's participation in the paid labour force has increased dramatically over the past 30 years.

In 1996, 46.7 percent of women in BC over the age of 15 participated in the labour force; in 2000, the participation rate was 59.2 percent. Employment by females jumped by 55 percent from 1987 to 2000 compared to only 32 percent for males. The unemployment rate for women was 6.7 percent in 2000. In 1987, the unemployment rate for women was higher than for men, but this situation was reversed by 2000.

The proportion of women in professional occupations, business, finance, and natural and applied sciences has increased, but still does not equal that of men. Efforts to increase women's representation in non-traditional occupations such as trades, that tend to pay higher wages, have resulted in some improvements – in 2000 women comprised 7.7 percent of registered apprentices, increasing from 6.6 percent in 1998 and 5 percent in 1993.

Women are far more likely than men to work part-time. Of the total number of women in the labour force in 2000, 29.2 percent were working part-time as compared to 10.4 percent of men who work part-time. Of those women working part-time, 19.4 percent gave "caring for their children" as the reason for working part-time.

Women are increasingly turning to entrepreneurial activities. In 2000, 138,100 women, or 14.7 percent of women in the BC labour force (941,800) were self-employed. In 1995, 104,100 or 11.8 percent of women in the BC labour force were self employed. However, nearly two thirds (62 percent) of self-employed women were unincorporated with no paid help (only 15.5 percent were incorporated and had paid help).

Despite advances in the paid workforce, women shoulder a disproportionate burden of unpaid work. In 1986, 1992, and 1998, in BC, women devoted less time to paid work and more time to unpaid work than men. In 1998, the ratio of unpaid work done by women compared to men was 1.57 (where unpaid work includes household maintenance, childcare, care for other dependent family members and volunteer work). This was a reduction from the ratio in 1986 of 1.66. This inequitable sharing of household responsibilities can adversely affect a woman's ability to obtain training, choice of job, promotions and ultimately her ability to earn a high income that would lead to an adequate pension.

Income

In 1998, the gap in pay between men and women who work full-time remains entrenched as women earn about $.73 for every $1 earned by men.

The male/female earnings ratio, commonly referred to as the wage gap, is a key indicator of economic inequality between men and women. Men are much more likely to earn above $50,000, and significantly less likely than women to earn less than $25,000. Of women working full-time in BC, 5.7 percent earned $50,000 or more in 1998, compared with 24.8percent percent of men. Conversely, 51.4 percent of women earned $20,000 compared with 34.7 percent of men.

About half of the overall gender wage gap can be accounted for by differences between men and women in certain wage-determining factors, such as education, work experience, job responsibility, training, tenure, labour market attachment and length of time in the workforce. The other half of the gap is unexplained, but generally considered to stem from discrimination.

There is still a great deal of segregation between the sexes regarding employment sectors. The two highest concentrations of women are in the sales and services occupations and the business, finance and administrative occupations at 61.2 percent.

Employment history, including salary and years of pensionable service, impact a woman's ability to earn a substantial pension. The fact that women continue to work part time, and take breaks in their careers, also impacts their ability to earn a full pension. A large proportion of senior women did not participate in the paid labour force, and rely on government pension programs as their primary source of income. In 1997 the income gap between senior women and men was 62 percent (average income for BC women over 65 was $17,382, compared to $27,961 for men).

Poverty

In 1998, more than 20 percent of BC families fell below Statistics Canada's 1992 Base Low Income Cut-off (LICO, $21,300 after tax).

Lone parent families headed by women have the lowest incomes of all family types in Canada. In 1998, 49.4 percent of female lone parents fell below the LICO.

In 1997, 19 percent of all seniors in Canada (almost two-thirds of a million people aged 65 and over) had incomes below the LICO. Nearly one in four senior women in Canada lived in low-income situations.

SOCIAL

Education

Women are increasingly obtaining post-secondary education.

In 1996, the highest level of schooling for women 15 years of age or older was: 14.1 percent with a secondary school diploma; 2.3 percent with a trade certificate or diploma; 27.6 percent had other non-university education; and 24.8 percent had some university education (12.5 percent with a university degree).

In 1999, female students continued to have a higher secondary school completion rate than male students, 80 percent versus 70 percent, and earned a higher proportion of provincial scholarships. Women are more likely than men to complete all levels of education, except doctoral degrees, but men continue to pursue more lucrative fields of study than do women. In 1997, women in BC received 57.9 percent of bachelor's degrees, 51.4 percent of master's degrees and only 39.6 percent of doctorate degrees.

Though there is an increase in participation by young women in biology and math and an increase in the proportion of women taking post secondary science and technology courses, there are still clear patterns of "men's specialization" and "women's specialization" across disciplines. Men make up the majority of students in engineering, applied sciences, mathematics, and the physical sciences. Women still dominate in the social sciences, education and health fields of study.

Positions of Influence

In areas where government has direct control, women are increasingly obtaining positions of influence.

In 2000, greater numbers of women hold upper management positions in the BC public service (34.6 percent in October 2000, as compared to 22 percent in October 1998). The proportion of women on government appointed agencies, boards and commissions almost equals that of men (43.8 percent in December 2000). As well, in 2001, 26.6 percent of members of the BC Legislative Assembly were women. However, more needs to be done to improve women's representation in decision making positions in the community and private sector. In 1998, women made up only 4 percent of boards of directors of BC companies and in 1999, 7.6 percent of corporate officers.

Families

The majority of single parent families are headed by women. In 1996, single parent families made up 23 percent of all families with children living at home and 82.8 percent of these families were headed by a woman.

Women across the province have indicated the need for affordable, accessible and high quality childcare. The aging population, longer life span for women, and the fact that the majority of elder care recipients and care providers are women (in 1996 care-giving assistance to people with long-term health problems was provided by 14 percent of Canadian women and 10 percent of men) highlights the growing importance of elder care and the differential burden that is placed on women.

Violence Against Women

Violence against women is a serious concern.

Women are more at risk from a man they know than from a stranger. The 1999 Canadian Crime Statistics reports that male against female violence was the most common type of overall violence but the least likely to involve a stranger.

One-half of all Canadian women have experienced at least one incident of violence since the age of 16. According to the 1993 Violence Against Women Survey (1993 VAWS), one in four Canadian women were victims of assault by a spouse or partner and four in ten Canadian women were victims of sexual assault. This survey also found that one in three BC women was a victim of assault by a spouse or partner and one in two BC women was a victim of sexual assault. In terms of provincial rates of spousal violence, B.C.'s estimated rate of 10 percent is one of the five highest in Canada.

The 1999 General Social Survey on Victimization (1999 GSS) found that, in Canada, 7 percent of individuals who were married or living in a common-law relationship experience spousal violence during the 5 years prior to the survey. The five-year rate of violence was similar for women (8 percent) and men (7 percent). However, women were more likely than men to report more severe forms of violence. For example, women were more than twice as likely as men to report being beaten, five times more likely to report being choked, and nearly twice as likely to report being threatened by or having a weapon such as a gun or knife used against them. Men were more likely than women to report lesser forms of violence such as being slapped (57 percent versus 40 percent), having something thrown at them (56 percent versus 44 percent) and being kicked, bit or hit (51 percent versus 33 percent).

According to the 1999 GSS, women were more likely than men to be injured by spousal violence. In fact, women were three times more likely than men to be injured and five times more likely to require medical attention.

The 1993 VAWS reported that 29 percent of violence against women cases were reported to police in the five years preceding the survey. According to the 1999 GSS, 37 percent of cases were reported to police over a similar time period. While there has been an improvement in the reporting rate in the past decade, the findings of the 1999 GSS still indicate there is unwillingness on the part of the victim to report violence.

A number of factors seem to enhance the likelihood of women reporting an incident of violence to the police including the presence of children as witnesses, a weapon being used against them and fear for their lives.

According to the 1993 VAWS, women were three times more likely to report if children are present, four times as likely to report if a weapon is used and five times as likely to report if they fear for their lives. The 1993 VAWS also indicated that, with regard to those incidents not reported to police, 57 percent of women who were injured, 51 percent of women who were assaulted more than 10 times, and almost half of all abused women who feared for their lives did not call police.

In 1999, 4,329 sexual assaults were reported in BC. However, in view of the results of the 1993 VAWS and the 1999 GSS, it appears that only a small percentage of sexual assaults are reported to the police.

Also in 1999, in BC, 9841 incidents of spousal assault were reported. Over 79 percent of the accused were males. In Canada, there is a higher incidence of spousal violence against Aboriginal women than non-Aboriginal women.

In 1999, children and youth represented 24 percent of victims of assaults reported to police in Canada. They represented 60 percent of all sexual assault victims reported to a sample of police departments, and 20 percent of physical assault victims. Children and youth were most likely to be victimized by acquaintances (52 percent), followed by family members (24 percent) and strangers (19 percent). Children and youth were assaulted by family members in 30 percent of sexual assaults and 22 percent of physical assaults reported to the police in 1999. Girls and boys were the victims of sexual assault by a family member in similar proportions (31 percent and 29 percent respectively). In terms of physical assault, however, girls were almost twice more likely than boys to be assaulted by family members (30 percent and 16 percent). Eighty percent of the sexually assaulted child and youth victims and 53 percent of the victims physically assaulted by their families were girls. In 1999, more girls were sexually assaulted between the ages of 12 to 14 while more boys were sexually assaulted between the ages of 3 to 6. Physical assaults increased with age for both boys and girls, however, the frequency increased up to age 17 for girls and peaked at age 14 for boys.

In a snapshot taken on April 17, 2000, there were 689 residents in shelters in BC, 54 percent were women and 46 percent were dependent children . Eighty two percent of women residing in shelters on April 17, 2000 were victims of abuse. Of those admitted for abuse, 74 percent had fled psychological abuse, 66 percent physical abuse, 49 percent had fled threats. More than 70 percent of abused women indicated that their spouse or partner was the abuser, and 12 percent of women were abused by a former spouse or partner, 11 percent by others (such as a current or ex-boyfriend, friend, acquaintance, or the relationship was unknown),and 6 percent by a relative.

In Canada, women who are separated from a partner are more likely to be the victim of spousal homicide than common law or married women (General Social Survey 1999). Women were the victims in four out of five spousal homicides in Canada in 1999.

There were 10 spousal homicides in BC in 1998. Of the 7 solved homicides, the accused was a legal or common-law husband.

Young single women represent the highest proportion of women who are dating and are at greatest risk to be victims of dating violence. The 1993 Violence Against Women Survey found that 16 percent of all Canadian women have been involved in at least one incident of sexual or physical assault by a date or boyfriend since the age of 16, and half of all women who reported an incident of dating violence were between the ages of 18-34. The McCreary Adolescent Healthy Survey found that 35 percent of girls and 16 percent of boys between grades 7 - 12 had been sexually and/or physically abused. Among girls surveyed, 17 year olds experienced the highest rate of sexual abuse at 20 percent.

Women's Well Being and Health

Gender is a determinate of health.

Women's health and wellness needs differ from men's for a number of reasons, which extend beyond physical and biological differences, and is linked to the social, political and economic context of women's lives. Women use the health care system 25 percent more often than men for a variety of reasons. Women live longer, are more often the victims of violence, more often live in poverty, suffer more ill health during their life-span, experience more chronic illnesses, and have childbearing and caregiving responsibilities. Women who experience marginalization based on socioeconomic factors, race, ability, sexual orientation, age, and geography experience even poorer health and wellness.

The life expectancy of women (81.6 years) in BC was greater than that for men (76.0 years) in 1999. Heart disease ranks as the number one cause of death for women, followed by cerebrovascular disease and then lung cancer. Women are under-represented in heart health research and prevention studies and the lack of data and consequent difficulty in determining appropriate interventions for women hamper their ability to deal with heart disease.

Because women use the health-care system more frequently than men, they are at greater risk of receiving services that are inappropriate or unnecessary. Over-medicalization has physical, mental and emotional consequences related to both the procedures themselves and to the consequences on women's lives (times away from work, lack of home support during recovery).

Women of all ages have special needs in reproductive health. In 2000/2001 16,000 abortions were performed in BC at a rate of 15.7% per 1000 women age 15 – 44. These statistics highlight the need for increased access to affordable contraceptive options (including emergency contraceptives), information and counseling.

The most common surgery performed on women is Cesarean Sections. In 1970, only 7 percent of births were by Cesarean, in 1998 the rate had risen to 22.1 percent. Hysterectomies are the second most common surgery for women. The percentage performed in BC is slightly higher than the Canadian average and in 1997, women living in northern BC were three times more likely than women living in southern metropolitan areas of BC to have hysterectomies.

Women are more likely than men to experience both depression and anxiety and to seek mental health services for these disorders. Of those persons in BC in 1996/97 treated for depression, 63.5 percent were women. Women from low income households are more likely to report depression than are those from high income households.

Approximately one in ten adults experiences problems as a result of alcohol or other drugs. For BC, this means that an estimated 150,000 women have an alcohol or drug problem of mild to high severity. Women's motivation to use alcohol and drugs is often a coping mechanism. Women appear to be more vulnerable than men to many adverse consequences of alcohol use. Women develop alcohol-induced liver disease over a shorter period of time and after consuming less alcohol. Women are also more likely than men to develop alcoholic hepatitis and die from cirrhosis.

In 1999, 18 percent of females and 20 percent of males over 12 years old were smokers. As women are on average physically smaller than men, and women have a higher percentage of body fat, equal amounts of nicotine will result in a higher dosage per body weight for an average sized women compared with an average sized man. A dose of nicotine will also reside in the body of a woman longer, as it is stored in the body fat. The effects of smoking for women are significant as there is evidence to show that women are two to three times more susceptible to the cancer causing effects of tobacco smoke than men. Women smokers also face increased risk of heart disease, and stroke. In 1998, over half of girls aged 12 to 19 reported that they were trying to lose weight. Twenty-five percent of girls in this age group are very satisfied with their appearance whereas 13 percent indicated that they were not at all satisfied and younger girls (ages 12 and 13) were more likely than older girls to be satisfied with their appearance.

Women are ten times more likely than men to develop an eating disorder. The number of women with an eating disorder is not known precisely, but studies indicate a range between 1 and 5 percent of women may be severely affected.

Sex role stereotypes can result in limitations regarding appropriate training and employment options for women, as well as the roles and responsibilities within a relationship and society at large. They can also result in limited acceptance of the diversity of body types and the value placed on women because of perceived physical norms of beauty.

OPPORTUNITIES AND CHALLENGES

As the Ministry of Women's Equality pursues its goals, it faces a number of opportunities and challenges:

Key Challenges	Strategies Opportunities
A lack of awareness by some segments of the public regarding the relevance and value of the Ministry's work	A clear targeted communications strategy; relevant public consultation and involvement; active networking; publishing materials and documents of relevance to the public
Other departments do not always incorporate gender analysis in their policy advice, leaving the Ministry stretched across too many policy areas as a sole voice for women	Revitalize the gender lens guide and training; active involvement in developing desegregated data sets for use in policy development in the wider public sector; active communication of the benefits of gender analysis in influencing the quality of policy advice
Due to external factors (economy, media representation of women, and other social norms) difficulty in clearly demonstrating the direct link between the work of the Ministry and outcomes for women ; consequent difficulty in measuring the Ministry's success	Disseminate, more broadly, examples of the work of the ministry in influencing and developing legislation and programs; work on the development of key indicators to measure women's progress in relation to government's desired outcomes
Diverse experiences and views result in a lack of consensus on how the needs of women can best be addressed	Facilitate networking across a broad range of women; increase communication with and feedback from a broad range of stakeholders
Systemic gender inequalities between men and women and lack of public understanding of underlying causes of inequality for women	Focus on key areas to increase awareness of factors causing inequality; involve a variety of community and business stakeholders in carrying this message forward
The disproportionate impact of changes on a small Ministry with limited resources to respond	Ongoing monitoring of government's requirements; strategic partnerships and alliances to increase our ability to deliver on priorities

B. Business Areas and Goals

Business Areas

The core programs or business areas of the Ministry of Women's Equality are:

- *Stopping the Violence and Regional Programs* - is responsible for the funding, management and administration of programs to support community-based prevention projects, counseling programs for women who have experienced violence, transition house programs for women and children leaving abusive relationships, children who witness abuse, women's centres and the bridging program. Regional program coordinators are an important link between staff in the ministry's head office in Victoria and women in communities across B.C. Regional program coordinators also assist women-serving organizations to raise awareness of women's needs and concerns at the community level and create local solutions to local needs.

- *Centre for Workplace Excellence* – works with business, labour, government and local government to make systemic changes within the workplace that will improve equality for women. The Centre will provide resources for employers to assist them to attract, retain and develop women employees while maintaining productivity and profitability.

- *Policy and Planning* – the branch is Government's primary provider of gender-specific advice. It makes contributions to Government's desired outcomes for women and to Government's social and economic objectives. The branch takes the lead in the ministry's central agency responsibility by providing policy advice, and advocating for consideration of women's issues in government legislation, policies and programs. Working in partnership with other ministries, the Branch develops strategies and action plans informed by stakeholders. The Branch also produces documents to support gender analysis, and administers the Public Education Grants program.

- *Corporate Services* – provides services to the Ministry to ensure effective, efficient and accountable program delivery. These services include strategic leadership and direction through the Deputy Minister's office; communications; finance and administration; human resources; payroll; information systems; records management; and freedom of information and protection of privacy.

Goals

The goals of the Ministry of Women's Equality are:

- *Safety, justice and wellbeing*
- *Economic autonomy for all women*
- *Full participation in all aspects of society by all women*

- *Efficient and effective resource management and Ministry support services*

Objectives and Strategies

Following is a list of the objectives and key strategies to be undertaken by the Ministry of Women's Equality over the next three years:

GOAL 1 - SAFETY, JUSTICE AND WELL BEING

Objective #1 – Access to a range of services for women who are experiencing and have experienced violence

Strategies:

- Contract with community-based agencies and organizations to provide transition house services, safe house services and second stage house services
- Contract with community-based agencies and organizations to provide counseling and support services for women who are experiencing and have experienced violence and for children who witness abuse
- Contract with community-based agencies and organizations to develop and implement programs to provide women with skills and abilities to move to independence, such as the "Bridging Employability Program"
- Maintain regional service delivery to ensure responsiveness to individual community needs
- Continue to develop and establish program standards as part of the contract reform initiative

Objective #2 – Prevent violence against women through initiatives that change attitudes and behaviours that lead to violence against women

Strategies:

- Involve more individuals, communities and the private sector in preventing violence against women by forming partnerships with community-based organizations and women's centres
- Develop and implement prevention strategies
- Develop and undertake broad public education and awareness campaigns such as "Prevention of Violence Against Women Week"
- Measure the extent of violence against women by developing violence indicators in collaboration with the Federal/Provincial/Territorial Status of Women Ministers

Objective #3 – Legislation, policies and programs to better protect women

Strategies:

- Advocate for changes to relevant justice legislation, policies and programs and provide policy analysis and advice regarding justice issues

Objective #4 - Health policy and programs that are responsive to women's needs

Strategies:

- Partner with women's health organizations, other ministries and other jurisdictions in projects and initiatives that support a women-centred health care system and improve women's access to equitable health services
- Promote healthy body image and body awareness
- Promote measures to ensure safe access to reproductive choice

GOAL 2 - ECONOMIC AUTONOMY FOR ALL WOMEN

Objective #1 – Reduce the wage gap, reduce the poverty gap and support women, children and families

Strategies:

- Advise on government policies, programs and legislation by evaluating the gender impacts of existing and proposed economic legislation, policies and programs and make recommendations to other ministries and government agencies in BC to support equal outcomes for women
- Promote public policy reform in tax policy, pension issues, and issues for non-standard work (part-time, contract, temporary, or on-call work) through participation on the Federal/Provincial/Territorial Status of Women Ministers forum
- Work with partners to support certification of foreign trained professionals
- Develop an action plan for government arising from the "Women's Economic Strategy" public consultation process
- Develop strategies and partnerships to support women in non-traditional post secondary education and training

Objective #2 - Systemic change toward work-life balance in the workplace to support workplace equality

Strategies:

- Promote work-life balance initiatives to employers as a means of achieving business objectives of attracting, retaining and developing staff

- Facilitate information and resource sharing about workplace equality, including prevention of harassment, promoting and valuing diversity and pay equity, as well as work-life balance
- Assist employers and labour to assess their workplace and define their future goals for work-life balance and workplace equality
- Maximize opportunities for service delivery by working with partner agencies

GOAL 3 - FULL PARTICIPATION IN ALL ASPECTS OF SOCIETY BY ALL WOMEN

Objective #1 – Government uses gender based analysis to develop, implement and evaluate legislation, policies and programs

Strategies:

- Improve the capacity within government to use gender inclusive analysis, by providing advice, assistance and training to other ministries and government agencies
- Promote the collection, analysis and reporting of data on a gender specific basis by ministries and government agencies

Objective #2 - Increase women's participation in decision making positions

Strategies:

- Increase women's ability to inform and influence the work of government
- Explore the development of a mentor-ship program to support women in leadership positions
- Explore the development of networking forums
- Contract with community-based agencies and organizations to provide women centred services

GOAL 4 - EFFICIENT AND EFFECTIVE RESOURCE MANAGEMENT AND MINISTRY SUPPORT SERVICES

Objective #1 – Resources are efficiently managed

Strategies:

- Implement corporate best practices arising from the Executive Financial Officers Council Best Practices Projects in finance, information technology, and human resources administrative processing

- Timely and accurate production of ministry planning documents, including the Performance Plan, Employment Equity Action Plan, Multicultural Action Plan, Annual Performance Report, and financial planning documents

- Continue to implement contract reform for Stopping the Violence Programs

Objective #2 – Human resource practices are proactive and effective in supporting the Ministry

Strategies:

- Develop and implement plans to ensure the human resource needs of the Ministry continue to be met including succession, employment equity and training plans

Objective #3 - Records management and Freedom of Information practices are effectively delivered

Strategies:

- Implement the corporate automated records management system

- Provide training and awareness of Freedom of Information principles related to access and privacy

Objective #4 - Effective communications services

Strategies:

- Design and implement public awareness campaigns and strategies for International Women's Day, Prevention of Violence Against Women Week, Women's History Month and December 6th

- Support the Minister and the Ministry by providing timely communications advice and materials

- Develop and implement communications plans to help the Ministry meet its goals and objectives

- Continually evaluate communications initiatives to measure effectiveness

C. Performance Measures and Targets

Performance Measures

There are many broader performance indicators that the Ministry of Women's Equality contributes to, but does not control. Achieving these outcomes is a responsibility shared between several government organizations, at both the provincial and federal level, the private sector, communities and individuals.

Some of these broader performance indicators include the police reported spousal assault rate, the wage gap, and other macro-economic indicators. The Ministry of Women's Equality will monitor and report on these indicators regularly in its Annual Performance Report and other publications.

The performance indicators listed below are those over which the Ministry of Women's Equality has direct or significant influence. Several of the indicators are intended to show positive change over several years and are not expected to significantly change in the short term. The Ministry will monitor its progress by measuring the following indicators and reporting progress in its Annual Report.

SUMMARY OF GOALS AND PERFORMANCE MEASURES

Goals	*Performance Measures & Targets*				
	Indicators	**Measures**	**Target**		
			Year 1	**Year 2**	**Year 3**
Safety, Justice and Well Being	Increased public recognition that violence against women is unacceptable	• Client survey measures of public attitude	70 percent	73 percent	75 percent
	Increased public recognition of personal responsibility to contribute to stopping violence against women	• Client survey measures of public attitude	78 percent	80 percent	82 percent
	Intervention services to women leaving abusive relationships	• Number of women leaving abusive relationships that are provided with direct services (safe shelter)	14,800	14,800	14,800
	Women who have experienced violence receiving counseling services	• Number of women receiving counseling services	5,700	5,700	5,700
	Women who have experienced violence participating in programs to provide skills and abilities that contribute to independence	• Number of women in Bridging Program	900	900	900
		• Number of women completing Bridging Program	500	540	630
		• Number of women in training/education and/or employment one year after completing the Bridging Program	n/a	240	270

Economic Autonomy for All Women	Equal pay for work of equal value	• Employers with formal plans for achieving goal of equal pay for work of equal value	Establish baseline - # of employers with pay equity plan	To be determined	To be determined
	Employers working toward work-life balance and workplace equity	• Number of organizations/businesses receiving services through Centre for Workplace Excellence	50	100	100
Full Participation in All Aspects of Society by All Women	Collection and reporting of gender disaggregated data	• Number of major government documents that include data by gender and/or identify gender issues	Determine baseline	Increase 15 percent	Increase 20 percent
Efficient and Effective Resource Management and Ministry Support Services	Introduction of Ministry planning documents	• Planning reports produced accurately and according to scheduled deadlines	100 percent	100 percent	100 percent
	Representation of designated employment equity groups among Ministry employees	• Auxiliary employees hired in designated groups • Regular employees hired in designated groups	75 percent 28 percent	75 percent 28 percent	75 percent 28 percent
	Automated records management implementation	• Ministry records inventory maintained on records system	100 percent	100 percent	100 percent

D. Consistency with Government Strategic Plan

This section of the organization's performance plan describes how the plan is consistent with the current Government Strategic Plan or identified government priorities.

The 2001- 2004 Government Strategic Plan lists the following objectives for government:

1. *British Columbians will be Healthy*
2. *The Quality of Health Care will continue to improve*
3. *B.C. will keep its Financial House in Order*
4. *All British Columbians will have Greater Opportunities to get the Education and Training they need*
5. *Learning Environments and Results in B.C.'s Public Schools will continue to improve*
6. *B.C.'s Modern Economy will work for Everyone*
7. *Families will be better able to Balance their Work and Home Lives and make ends meet*
8. *All Citizens will be able to lead Lives of Dignity and Security*
9. *Women will achieve greater Economic and Social Equality*
10. *Our Communities will be Safer*
11. *B.C.'s Natural Heritage will be Safeguarded, and our Quality of Life will improve*

Following is chart indicating the link between the 2001-2004 goals of Government and the goals and objectives of the Ministry of Women's Equality:

GOVERNMENT PRIORITIES	MINISTRY OF WOMEN'S EQUALITY
British Columbians will be Healthy	***Goal– Safety, Justice and Well Being*** ***Objectives –*** • Health policy and programs are responsive to women's needs
Families will be better able to Balance their Work and Home Lives and make ends meet ***Women will achieve greater Economic and Social Equality***	***Goal – Economic Autonomy for Women*** ***Objectives –*** • Reduce the wage gap, reduce the poverty gap and support women, children and families • Systemic change toward work-life balance in the workplace to support workplace equality ***Goal – Full Participation on All Aspects of Society by All Women*** ***Objectives –*** • Government uses gender based analysis to develop, implement and evaluate legislation, policies and programs • Increase women's participation in decision making positions
Our Communities will be Safer	***Goal – Safety, Justice and Well Being*** ***Objectives –*** • Access to a range of services for women who are experiencing and have experienced violence • Prevent violence against women through initiatives that change attitudes and behaviours that lead to violence against women • Legislation, policies and programs better protect women

BC will keep its Financial House in Order	***Goal – Efficient and Effective Resource Management and Ministry Support Services*** ***Objective –*** • Implement corporate best practices arising from the Executive Financial Officers Council Best Practices Projects in finance, information technology and human resources administrative processing • Timely and accurate production of ministry planning documents, including the Performance Plan, Employment Equity Action Plan, Multicultural Action Plan, Annual Performance Report, and financial planning documents • Continue to implement contract reform for Stopping the Violence Programs

E. Resources

Area	Year 1	Year 2	Year 3
Business Area: Stopping the Violence and Regional Programs ***Associated Goals and Objectives:*** **Goals –** Safety, Justice and Well Being Full Participation in All Aspects of Society by All Women **Objectives** - • Access to a range of services for women who have experienced violence • Prevent violence against women through initiatives that change attitudes and behaviours that lead to violence against women • Increase women's participation in decision making positions			
Dollars ($000)	53,008	59,709 *1	72,586 *1
FTEs	23	23	23
*1 *Includes projected costs for Low Wage Redress increases for contracted resources.* ***Business Area: Centre for Workplace Excellence*** ***Associated Goals and Objectives:*** **Goal –** Economic Autonomy for All Women **Objectives** - • Systemic change toward work-life balance in the workplace to support workplace equality			
Dollars ($000)	935	935	935
FTEs	9	9	9

Business Area: Policy and Planning

Associated Goals and Objectives:

Goal –

Economic Autonomy for All Women
Safety, Justice and Well Being
Full Participation in All Aspects of Society by All Women

Objectives –

- Reduce the wage gap, reduce the poverty gap and support women, children and families
- Legislation, policies and programs better protect women
- Health policy and programs are responsive to women's needs
- Government uses gender based analysis to develop, implement and evaluate legislation, policies and programs
- Increase women's participation in decision making positions

Dollars ($000)	709	709	709
FTEs	9	9	9

Business Area: Corporate Services

Associated Goals and Objectives:

Goal –

Efficient and Effective Resource Management and Ministry Support

Objectives –

- Resources are efficiently managed
- Human resource practices are proactive and effective in supporting the Ministry
- Records management and Freedom of Information practices are effectively delivered
- Effective communication services

Dollars ($000)	3,127	3,127	3,127
FTEs	30	30	30

The remaining $390,000 and 6 FTEs annually are resources for the Minister's Office.

Glossary

Business Area: A set of key activities/programs/budget areas related to the purpose, role, and mandate of the ministry. Most ministries will have three to five key business/program areas while larger ministries can have more.

Environmental Scan: The environmental scan provides a ministry with critical information for thinking about, deciding upon, and preparing its future course of action. It provides an internal assessment of the ministry's strengths and weaknesses and examines factors within the ministry that can positively or negatively affect its ability to accomplish its mission, goals and objectives. It also provides an assessment of external forces that can have a significant impact on the ministry.

Goal: Goals are the ends that the ministry (or a business/program area) wants to achieve in fulfilling its mandate and mission. They must be both realistic and achievable.

Mission: The mission statement provides the reason for the ministry's existence. It identifies what the ministry does, why it does it and for whom. It also reminds everyone - the public and other government entities - of the unique purposes promoted and served by the ministry. Ministry goals, objectives and strategies must be consistent with its mission statement.

Objectives: Objectives are concise, realistic, result-oriented statements of the results that a ministry (or program) achieves along the way toward accomplishing its goals. They must be stated in a way that clearly communicates what is to be achieved and measured or assessed.

Performance Measure: A performance measure can be used to indicate the degree of success a ministry has in achieving its goals and objectives. When a measure has a specific numerical measurement attached to one aspect of the performance under consideration, it can also be referred to as a performance indicator.

Performance Plan: A plan which indicates what a ministry's purpose or mission is, what its direction or vision is, what its goals and objectives are, the operational strategies it will use to achieve those objectives and how it will know if it has been successful (performance measures and targets).

Performance Target: Targets express pre-set quantifiable performance levels to be attained at a future date as opposed to the minimum level of performance.

Program: A set of activities which has clearly defined dedicated resources and measurable objectives which are coherent and consistent.

Strategic Context: The strategic context of a performance plan provide high-level information that describes: "Where are we now?" and includes vision, mission, values and environmental scan.

Strategies: Strategies are the actions that describe how the objectives are to be achieved. Other terms used to describe strategies are programs, projects, initiatives, activities, etc.

Values: The value statements express the ministry's core values or fundamental beliefs. They define the ministry's management style, organizational values, and rules of personal and organizational behaviour.

Vision: A clear and compelling picture of the ministry's preferred future -- where the ministry is going -- where it wants to be. This preferred future must be sufficiently desirable and challenging so that it motivates and inspires ministry employees and influences decision making.